



HR & Data Analytics: An Evolving Relationship

Department of the Navy
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Question

In one word, what comes to mind when you think of data?

Please write your answer on the card, they will be collected shortly.



Overview of Contents

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Hiring Metrics

□ DOD Metrics

- ◆ Standardized definitions for DOD
- ◆ Information displayed at a high level (entire component)

□ DON Usage

- ◆ Most useful to Senior Leaders with visibility across entire DON
- ◆ Used to increase visibility of current status and inspire opportunities and mitigations

Q4 FY15 Targets & Timelines

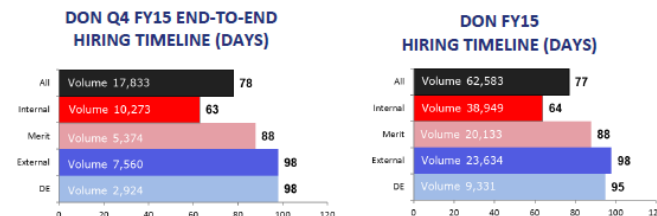
Issued: November 2015

Background

The hiring picture in Q4 FY15 showed small increases in hiring time for most actions, including Merit Promotion (MPP) and Delegated Examining (DE) compared to Q3. While overall hiring volume decreased slightly, DE volume was the highest in the past 4 years, and hires using Expedited Hiring Authorities continue to increase as well as a result of Operation Hiring Solutions. Additional selections remain higher than their 4-year average. Usually this drives end-to-end time down, however increased volume has counteracted this effect the last two quarters.

While we exceeded the 80 day OPM goal in some hiring areas, overall hiring timelines were below the 80 day goal, and the Department of the Navy (DON) continues to outperform Army and Air Force numbers in all major hiring categories for both Q4 and for FY15 as a whole. Much of the increase is tracked to additional volume from the Operation Hiring Solutions initiative, which encouraged commands to submit actions earlier than usual.

A reminder that we continue to use the new metrics reports that incorporate the DoD policy change eliminating bounding of data.



Highlights — Q4 FY15 Targets & Timelines Metrics

- DON's Q4 FY15 end-to-end (E2E) timeliness (time to fill)
 - Merit time to fill *increased* from 83 days in Q4 FY14 and *increased* from 86 days in Q3 FY15 to 88 days
 - DE time to fill *increased* from 79 days in Q4 FY14 and from 97 days in Q3 FY15 to 98 days
- Hiring volume *increased* for both DE and Merit from Q4 FY14 to Q4 FY15
 - Jobs Filled: Merit volume *increased* 27% and DE volume *increased* 27%
 - Overall, the number of jobs filled for All Hires *increased* 38%
 - In Q4 FY15, 68% of DE actions were additional selections from a single certificate - down from 77% in Q2 FY15. Additional selections were higher than the 63% FY12-FY15 average
- Across the DON, 5,953 actions were cancelled in Q4 FY15
- Out of all actions (fills + cancellations), 11% were cancelled after a certificate was issued

Analytics

- ❑ Not expensive to get started
 - ◆ IBM Watson not required for analytics
 - ◆ Excel is commonly used to analyze data
 - More powerful than most realize
 - Free training available online
 - ◆ The free tool you already have will provide more insight to influence decision making
- ❑ More than just Metrics
 - ◆ Individuals in your organization are already analyzing data at some level
 - ◆ Analytics to drive business decisions will influence cultural change

One accurate measurement is worth a thousand expert opinions.
-Admiral Grace Hopper



Data Standardization

- ❑ Required to make useful comparisons
 - ◆ DOD Hiring Metrics provide a fair comparison across components because of standardization
 - ◆ Enables pooling of data to gain visibility and reveal subtle signals
- ❑ Stakeholders often are resistant to standardization
 - ◆ "That definition doesn't account for X"
 - ◆ "We do things differently here"
- ❑ Data standards are critical enablers to credible information
 - ◆ To make effective decisions across organizations leadership must work from a common business understanding
 - ◆ Data is never perfect; don't let a lack of perfection stop progress

DON Successes

❑ Operation Hiring Solutions (OHS)

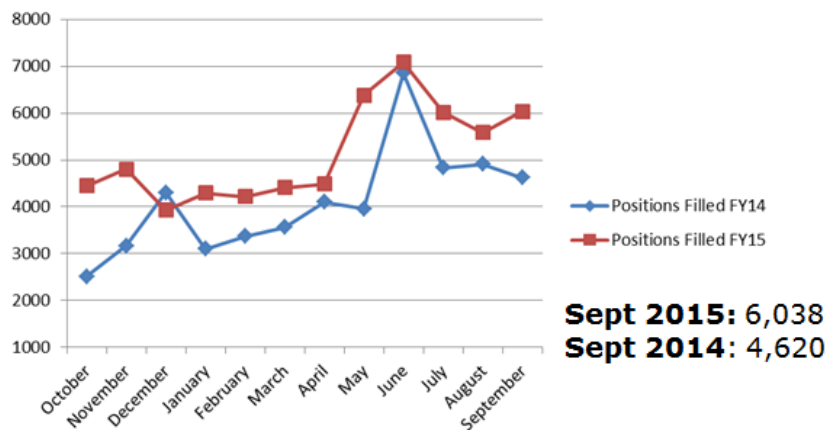
- ◆ By January 2015, due to several years of sequestration and hiring freezes, the DON was 6,303 employees below its authorized onboard
- ◆ Using Analytics we determined that ~60,000 hiring actions would be needed to meet the end strength goal for FY16

❑ Data demonstrated most efficient ways to onboard quickly

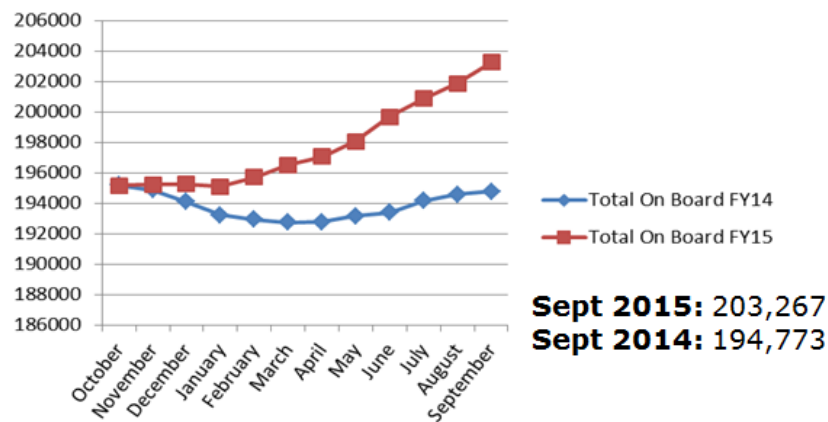
- ◆ Validated use of bundling: ~500 RPAs used to fill 2-544 vacancies per RPA
- ◆ Assessed success of Expedited Hiring Authority policy: data demonstrated it as one of the fastest ways to onboard talent

❑ DON met our goal on August 25th 2015, just 224 days after setting this goal

Positions Filled



Total US Citizens On Board





Operation Hiring Solutions

Purpose

6,303
Employees
Below
End
Strength

Hiring
Goal
Met in
224
Days

485
Different
Job
Series

463
Different
Duty
Locations

Retention
Rises
To
92%

Production

5/31
Deadline
To
Submit
Recruit
Requests

272
New
Recruit
Requests
Per
Day

1 Certificate
Issued
Every
3 Minutes

30
Jobs
Filled
Per
Hour

893
New
Employees
Onboard
Every
Two weeks

Policy

494
RPAs
Bundled
Multiple
Jobs

25% of
Selections
Used
An
Existing
Certificate

65%
Increase
In
External
Hires

687%
Increase
in
EHA
Usage

EHA
Hires
87
Days
End to end




Taking a Deeper Dive

- ❑ Analytics are often used to view large data sets
 - ◆ Highlights signals that inspire further investigation
 - ◆ Doesn't solve problems but identifies potential issues
 - ◆ Does validate desired results
- ❑ Don't be afraid to take a closer look
- ❑ Action taken at lower levels has bigger effect if done by multiple organizations
 - ◆ Easier to affect change at a small organization than an entire Command
 - ◆ Changes are often faster to implement and more focused on the groups population

The goal is to turn data into information, and information into insight.
-Carly Fiorina, Hewlett Packard

On Demand Business Intelligence

- ❑ HRLink is the DON reporting system for DCPDS data, based on the IBM Cognos platform
- ❑ Provides over 10,000 reports monthly to HR professionals
- ❑ Extensive use of automation allows HR professionals to spend more time on analysis
- ❑ Analytics are just part of what it supports:
 - ◆ QC reports improve HR processes and data quality
 - ◆ Standard Reports provide access to data at the individual employee level
 - ◆ Reports have been used to reduce the volume of cancelled actions by increasing accuracy and identifying problems sooner
 - ◆ EEO MD-715 reports can be generated for any given population across the DON



The screenshot shows the HRLink web application interface. At the top, there is a navigation bar with the user name 'Fegley, Ben' and a 'Log Off' link. Below this is a menu bar with 'HRLink', 'Help', 'My Folders', 'Public Folders', and 'Ben's Shortcuts'. The main content area features a banner with the Department of the Navy logo and the HRLink logo. Below the banner, the text 'Welcome to HRLink' is displayed. To the left, there is a 'System Messages' section with a welcome message and a link to the user guide. To the right, there is a 'Database Refresh' section showing the last refresh times for daily and monthly reports. At the bottom, there is an 'Applications' section with buttons for 'AUDIT', 'DASHBOARD', 'EEO', 'EXTRACTS', 'PERSONNEL REPORTS', and 'RESTRICTED'.



Real-time updates for Hiring Managers

- ❑ Since implementation in 2013, over 4,800 users have used the RPA Tracker to access real-time hiring data
- ❑ Features and Benefits:
 - ◆ Provides hiring managers and activity representatives with their active RPA status
 - ◆ Allows HR professionals and managers to access status of both recruit/non-recruit actions
 - ◆ Provides basic reports, geared to hiring managers/HROs
 - ◆ Helps focus on timeliness at the activity level and allows for data driven decisions concerning local changes to the hiring process
 - ◆ Allows users to customize email notifications
- ❑ USA Staffing upgrade and DCPDS interconnection will automate much of the data input process



On the Horizon

- ❑ OCHR is standing up Analytics teams at all 5 Operations Centers
 - ◆ Single strategic vision from Leadership
 - ◆ Teams focused on Commands and smaller organizations
- ❑ Develop and use predictive analytics to anticipate workload, impact on timeliness and to focus on the future to meet strategic goals
 - ◆ Align workload strategies with customer demand
 - ◆ Provide early warning/validate effectiveness
 - ◆ Enable strategic workforce shaping
- ❑ Increase the usage of Data by decision makers at all levels
 - ◆ Informed managers make informed decisions
 - ◆ Training employees at all levels to use data creates a data

Goal: Right Talent, Right Time, Right Mission

Conclusion

- ☐ Analytics does not have to be complicated
- ☐ Cost is not a barrier to entry
- ☐ Existing tools can be used
- ☐ Start small and grow your capability
- ☐ Understanding the right question ensures the right data is used to inform the answer

In God we trust, all others must bring data.
- **W. Edwards Deming**